

EMPLOYEE RETENTION IN TRYING TIMES

As employee pools dwindle, flexible work schedules might be a way to attract and keep good people.

by Ed Wandtke

The green industry in 1989 is experiencing an employee shortfall never before seen by any industry in the United States. Fewer available employees and an upcoming increase in the minimum wage will force you to pay even more for employees that are harder to find and keep.

How can you attract and retain employees in such times? One way is to maintain a reasonable work schedule.

Defining the job

How many hours do your employees expect to work when they sign on for the season? Do you tell them what impact the weather can have on their work days in the early part of the season?

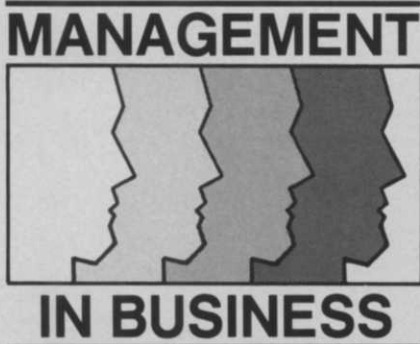
Don't assume that because you explain the working conditions and hours during the interview, turnover will be reduced. Memories are short and long hours and hot weather tend to increase an employee's forgetfulness. Prudent managers need to implement a work schedule that will reduce employee stress due to adverse work and weather conditions.

Some companies currently schedule production to consume more than 10 hours per day, five days a week and one-half day on Saturday. Other companies set production based not on hours but on the number of accounts that need to be produced each day of the week to be certain that all customers are serviced during a round, or weather-related period of time.

Mowing and maintenance firms often book too much work for a given day of the week. Therefore, to encourage their employees to perform this higher workload, they pay their employees on a percentage of production basis.

What's a reasonable workload?

All of these scheduling systems completely ignore the implications of weather conditions on employees' morale and the impact extended hours has on production over a pro-



longed period of time. What can be done to alleviate this heavy-handed production push condition?

Determining a reasonable workload for employees performing various duties in your company should take into consideration the weather, physical exertion, machinery to be used, type of service to be delivered, drive time to and between properties and the length of time needed to service an individual account. These and

other variables need to be determined for each route that you operate in your company (compare the actual time to your estimate to determine if your estimates are loose or tight).

Four or five day week

Many green industry companies discovered that when they scheduled work for five days of the week, they frequently were working all day Saturday and Sunday to complete scheduled tasks. Equipment breakdowns, absenteeism and weather constantly caused them to work these extra days. The result was more absenteeism the following week or less than quality work. Working out a solution to this dilemma was an immediate necessity.

A solution that appealed to the employees and management was a compromise in the length and number of work days. Hours were increased to 10 or 11 for Monday through Thursday. Friday was a day to finish by 5 p.m. Any work not completed during the first five days of the week was performed on Saturday.

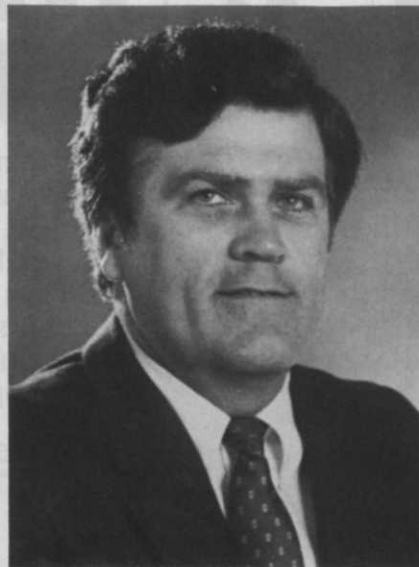
Results of a shorter week

Cutting the scheduled work week to five days resulted in almost all of the crews completing their work by Friday in order to have Saturday and Sunday off. All of these time improvement features were accomplished with the employees personal needs in mind and with no reduction in pay. Morale continued to increase and employees have remained with the company for more than three years even though they are not yet full-time workers.

A potentially undesirable result of this plan is that, if you're asked to bid a Saturday service, you'll have to either double the price or turn the account down.

Knowing when and how to lighten the workload requires planning. Morale, employee retention and company profitability will increase if the owner pays more attention to the hours employees work.

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